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SUSAN KLOPFER: What I was talking

19 to Carol about is that while I'm not a  
20 scientist, I've been on your list for  
21 years, and so my perspective might be a  
22 little different.

23 I remember when the Challenger  
24 exploded and I remember how the reports  
25 began to come out that people at lower

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1 levels had solid information and that there  
2 were engineering people who were really  
3 questioning the O-ring situation.

4 And later on in reports it was kind  
5 of shown that the heavy information stayed  
6 at the bottom and as people went up the  
7 chain of command, they tend to make the  
8 information less important. They tended to  
9 give it less credit, credence, so by the  
10 time it got to the top realm of management,  
11 the reports didn't match the reports at the  
12 bottom.

13 My background is in business. I  
14 have an MBA, too, and those kinds of  
15 studies always interest me. I'm wondering  
16 in this project, if people are -- if there  
17 are human factors, psychologists, social  
18 psychologists, and communication experts  
19 who are also taking a look at how  
20 information is getting to the peer review  
21 committees and the other people who -- who  
22 are making the decisions at the top. And  
23 I'm always interested in that.

24 And even the -- now that  
25 September 11th has occurred, we're even

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1 beginning to hear reports now that somebody  
2 told this to the FBI or somebody said  
3 something else to FEMA, and there were  
4 concerns, but they weren't getting to the  
5 right agencies. I think we're all learning  
6 now that the agencies weren't communicating  
7 very well and very timely with each other.

8 So what I'm suggesting is that  
9 there be some real outside-the-box thinking  
10 that involves social psychologists who, in  
11 fact, are psychologists, people who are

- 12 experts in human behavior and how it
- 13 relates to technology.